Gold Coast Health

Strategic Plan
2016 – 2020

July 2018 update

The wellbeing of our patients is at the heart of every decision we make. Our Strategic Plan helps us meet the changing needs across community health, hospital care and highly specialised services, ensuring we deliver the best quality of care to patients.

Message to the Gold Coast community

On behalf of Gold Coast Health, I am pleased to present the July 2018 update of our Strategic Plan, guided by eight key themes:

- recognising the importance of promoting good health by supporting strong families and an active and healthy community
- enhancing patient outcomes through research and translating it into practice
- transforming service delivery using technology
- enabling innovation by challenging how we do things now
- maximising the use of our resources
- being inclusive and valuing diversity
- ensuring the safety and wellbeing of our workforce
- being known for our excellence.

To deliver this, we need to continue giving our staff the skills and power to provide high quality health care. Our values will form the basis for all our decisions and actions as we deliver the very best services with reliability, integrity and compassion. We will also make efficient use of all our funding, staff and services while still seeking to innovate, grow and improve.

This is a challenging but exciting time for Gold Coast Health as we strive to deliver world class healthcare. Our collective organisational commitment to this strategic plan will help us get there.

Ian Langdon
Gold Coast Health Board Chair

Our vision

Gold Coast Health will be recognised as a centre of excellence for world class healthcare.

Our purpose

Providing excellence in sustainable and evidence based healthcare that meets the needs of the Gold Coast community.

Our values

Integrity – to be open and accountable to the people we serve.

Community first – to have the patient’s and the community’s best interest at heart.

Respect – to listen, value and acknowledge each other.

Excellence – to strive for outstanding performance and outcomes.

Compassion – to treat others with understanding and sensitivity.

Empower – to take ownership and enable each other to achieve more.
Gold Coast Health
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Our vision at Gold Coast Health is to be recognised as a centre of excellence for world class healthcare.

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<th>Objectives</th>
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| Ensure patients have timely and equal access to health services | • Monitor real-time information, health trends and environmental conditions to anticipate consumer needs, demand and service requirements  
• Plan and prepare for potential large-scale incidents and service disruptions  
• Build and maintain partnerships with GPs and health service providers to provide the right care, in the right place, at the right time | • Meet Queensland Government targets for access and treatment within clinically recommended timeframes  
• Increase collaborative projects with our key partners |
| Deliver safe, effective and efficient services in a sustainable manner | • Build a culture of success where staff are inspired to do their best work  
• Actively support professional development, training and research and the translation of knowledge into practice  
• Develop and maintain innovative, reliable, secure systems and processes that support coordinated care/self-care strategies  
• Implement digital care solutions to promote patient focused, reliable and integrated healthcare | • Improve workforce satisfaction  
• Improve level of patient satisfaction  
• Achieve a recognised standard of clinical excellence in key areas  
• Meet all applicable National Safety and Quality Standards and key performance indicators  
• Meet all applicable financial performance targets |
| Support a healthy Gold Coast community | • Patients with chronic disease and mental illness are suitably supported in the community to ensure quality of life  
• Encourage health literacy by providing information that is accessible, clear, easy to understand and actionable  
• Engage with all members of our community, especially those of culturally and socially diverse backgrounds | • Reduce hospital demand for preventable hospital admissions  
• Increase home and community-based services  
• Increase referral to prevention programs  
• Improve and report key performance indicators for ‘Closing the Gap’ in health inequalities for Aboriginal and Torres Strait Islander people |

Aligning with state priorities
Our strategic plan objectives directly support Queensland Health’s 10 year strategic vision, *My health, Queensland’s future: advancing health 2026* and the Queensland Government’s objectives for the community outlined in *Our Future State: Advancing Queensland’s Priorities*. Gold Coast Health will tackle key health challenges to keep Queenslanders healthy and give all our children a great start by:

• Promoting wellbeing – managing obesity and chronic disease rates and reducing vaccine-preventable disease.  
• Delivering healthcare – providing responsive, high quality frontline services within a safe, culturally capable, fair and productive workplace.  
• Connecting healthcare – improving integration to achieve seamless service delivery and maximise sustainability.  
• Pursuing innovation – through research, workforce development and digital capacity and capability.

Managing strategic risks
Our governance system and strategic risk management framework align with the Queensland Department of Health Strategic Plan 2016-2020.

Our strategic risks are:

• increasing service demand – threatening equity and timely access to services  
• inadequate resourcing – impacting financial sustainability  
• insufficient workforce capacity and capability – inhibiting provision of high quality care and service improvements.

Our key opportunities are:

• continuous improvement of systems and processes to support operational performance  
• collaboration with key partners to reduce service duplication and meet the diverse needs of our community  
• digital transformation, research translation and innovation capability to provide timely, accurate information and support alternate innovative models of care.

Artwork produced for Queensland Health by Gilimbaa